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**DECEMBER 7, 2021**

**AGENDA ITEM 9  
INFORMATION ITEM**

**SCHOLARSHARE INVESTMENT BOARD**

*2022 Marketing Plan and Marketing Update for ScholarShare 529*

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***Background***

TIAA-CREF Tuition Financing, Inc. (TFI) has provided its “Q3 2021 Marketing Results” (Exhibit A) for ScholarShare 529 (Plan). This update outlines marketing results for the third quarter of 2021 and the marketing activities planned for the remainder of the year. The update includes an overview of the 2021 marketing plan, account and asset results, Q3 2021 achievements, 2021 Matching Grant Program, new account growth campaigns and creative, holiday campaign, public relations, social media, employer outreach, outreach events, and 2021 budget.

TFI has also provided its “2022 Marketing Plan” (Exhibit B) for the Plan. The marketing plan provides a reflection on the 2021 marketing plan, outlines the Plan’s goals and strategies for the upcoming year, and provides an overview of the marketing efforts developed to meet these objectives and the 2022 marketing budget.

***Presenter***

Doug Harrison, Senior Director, TIAA-CREF Tuition Financing, Inc.



## Q3 2021 Marketing Results

December 7, 2021

# 2021 Marketing Plan



1. Brand Management	2. Gain new accounts/AUM	3. Engage underserved families	4. Mature AO Relationships	5. Employers & RIAs
Ensure ScholarShare 529 brand is well-known and understood among key target audiences.	Drive new account growth and increased AUM through initiatives that reflect the target market characteristics.	Educate families about ScholarShare 529 and the importance of saving for college.	Drive Account Owner subsequent contributions through engagement initiatives.	Harness endorsements from employers and RIAs to build business.
<b>All Audiences</b> S M A	<b>Middle/ Affluent</b> M A	<b>Struggling / Middle</b> S M	<b>All Audiences</b> S M A	<b>All Audiences</b> S M A
A. Build on initial success of new brand campaign by continuing to showcase ScholarShare 529's superiority claims, e.g. Tax-Free Growth, Low Cost, and the State's sponsorship and oversight of the program.	A. Leverage data-driven marketing techniques to efficiently attract and convert prospect leads. Remain dedicated to frequent reviews of advertising investment effectiveness and pivoting based on results.	A. Support Matching Grant Program (Year 4) to instill the idea that a college education is attainable.	A. Leverage content marketing techniques to further engage Account Owners and drive subsequent purchases and retention.	A. Support TIAA Field Consultants and SIB Staff in gaining employer partnerships.
B. Through paid media, public relations, and Social Media, strengthen ScholarShare 529's brand identity to ensure tactical marketing initiatives deliver desired results.	B. Strengthen our content to better engage prospects with varied mindsets and at different stages of the purchase journey to drive sales.	B. Leverage Children's Savings Account programs, particularly CalKIDS, to engage underserved families.	B. Continue to demonstrate how gifting can help families to reach college savings goals collectively.	B. Promote employee utilization via various engagement techniques, and feature Matching Grant and CalKIDS programs as appropriate.
C. Monitor ScholarShare 529's brand health.		C. Engage Spanish language media to promote 529 savings, MGP and CalKIDS.	C. Leverage College Countdown to drive media coverage and demonstrate thought leadership within college savings industry.	C. Continue to reach out to RIAs regarding the program's attributes.

# ScholarShare 529 Business Results

## Results

Quarterly and YTD 2021 Business Results are strong versus prior years.

Accounts and Contributions	September 30, 2020	September 30, 2021	% Change
Total New Accounts Opened	23,866	26,723	12.0%
Total New Contributions Collected	\$684.9 million	\$857.8 million	25.2%

Growth Rate	ScholarShare 529	Industry	% Difference
Annual Asset Growth Rate	19.79%	20.71%	-0.92%

Rollovers	Performance Criteria	YTD 2021	% Change
% of Plan Accounts Closed Due to Rollovers	< 2.0%	0.47%**	0.11%**

Accounts and Assets	September 30, 2020	September 30, 2021	% Change
Total Open Accounts	345,279	367,645	6.5%
Total Assets	\$10.40 billion	\$12.46 billion	19.8%
Market Share*	4.861%	4.824%	-0.037%

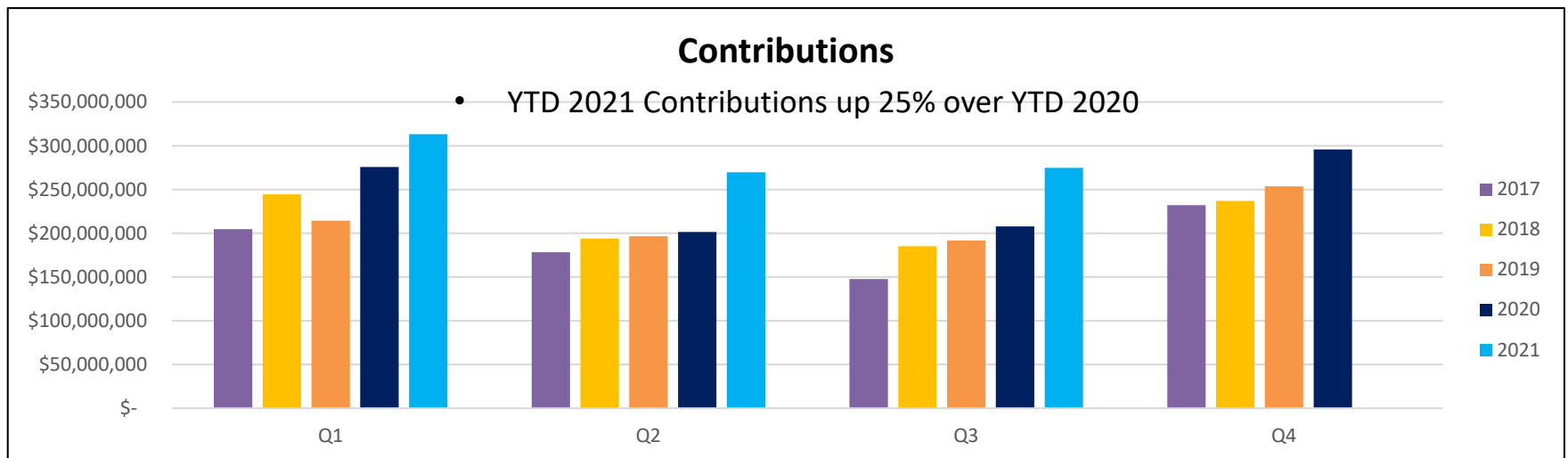
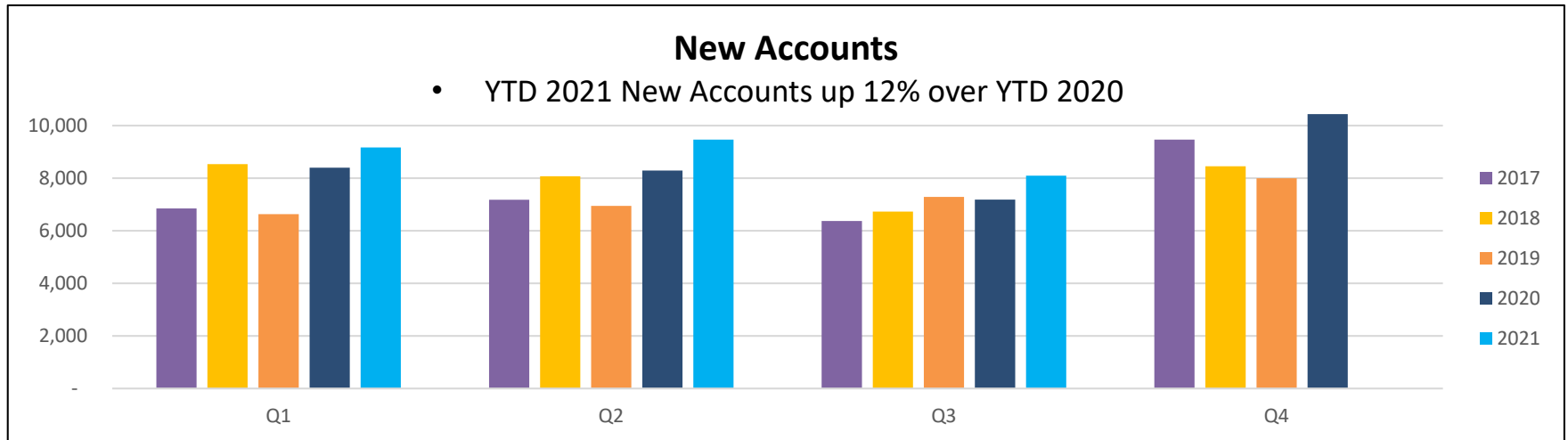
\* Source: ISS Market Intelligence—Direct Sold 529 Plans—Q3 2021. Q3 Quarterly Growth Rate for ScholarShare 529 was -0.53%, versus -0.99% for Direct Sold Plans.

\*\* YTD 2021 (as of 9/30/21) versus YTD 2020.

All results in this report are for the period ending September 30, 2021.


# Gross New Accounts & Contributions

Results



# Marketing Plan—Q3 2021 Achievements

## Results

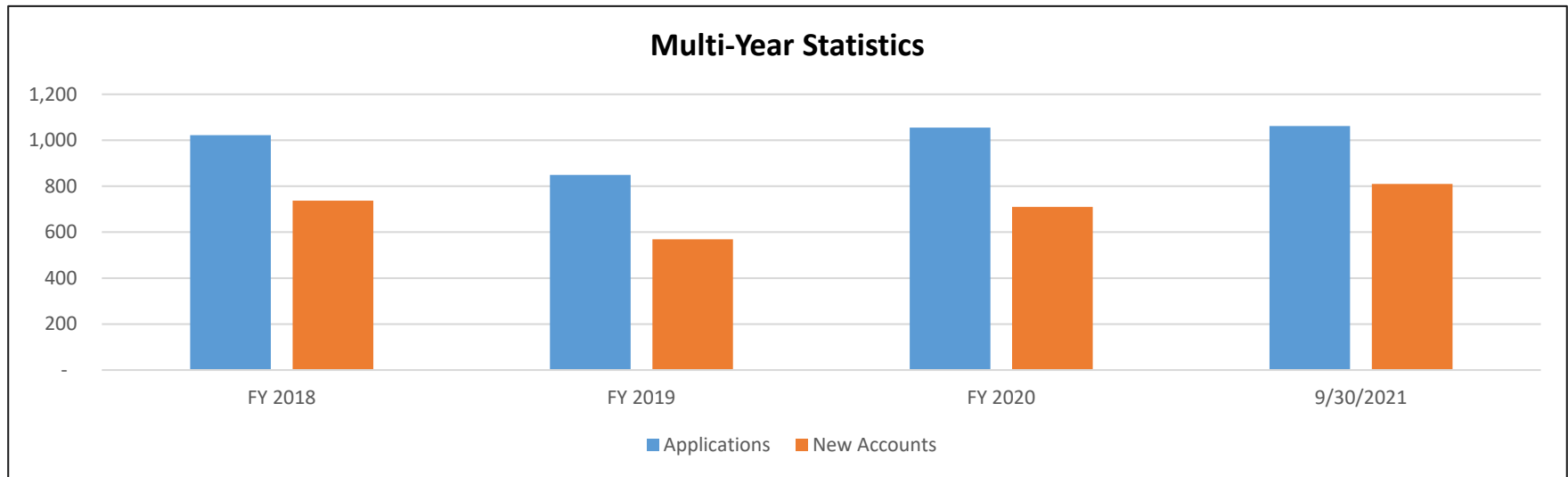
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<p>Ensure ScholarShare 529 brand is well-known and understood among key target audiences.</p>	<p>Drive new account growth and increased AUM through initiatives that reflect the target market characteristics.</p>	<p>Educate families about ScholarShare 529 and the importance of saving for college.</p>	<p>Drive Account Owner subsequent contributions through engagement initiatives.</p>	<p>Harness endorsements from employers and RIAs to build business.</p>												
<p>Planning begun for next phase of “<b>Made in California</b>” brand campaign creative, which will include custom photography and video for ScholarShare and CalKIDS.</p>	<p>September’s new account total of 2,647 included the impact of the month-long <b>College Savings Month</b> promotion. Year-over-year the increase in new accounts was up 15%.</p>	<p><b>2021 Matching Grant Program</b> (Year 4) in market. 1,177 applications received as of 10/31/21.</p>	<p>Account Owners included in College Savings Month campaign to drive subsequent purchases and new accounts.</p>	<p>Good momentum growing participation level of municipalities YTD as a result of SIB Team and FC Team partnership.</p>												
	 <table border="1"> <caption>September 2017-2021 New Accounts</caption> <thead> <tr> <th>Year</th> <th>New Accounts</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>~2,000</td> </tr> <tr> <td>2018</td> <td>~2,300</td> </tr> <tr> <td>2019</td> <td>~3,500</td> </tr> <tr> <td>2020</td> <td>~2,300</td> </tr> <tr> <td>2021</td> <td>~2,600</td> </tr> </tbody> </table>	Year	New Accounts	2017	~2,000	2018	~2,300	2019	~3,500	2020	~2,300	2021	~2,600	<p><b>Hispanic Heritage Month</b> (9/15-10/15) press release received 109 pickups and 150 million impressions. Coverage received by Morningstar and MSN Money. Dedicated articles in LA Opinion and the LA Times.</p>	<p><b>College Countdown</b> visits have now exceeded 50,000. Content is regularly refreshed on the website. A livestream interview was hosted on 11/2 featuring Patricia Roberts, author of <i>Route 529: A Parent's Guide to Saving for College and Career Training with 529 Plans</i>.</p>	
Year	New Accounts															
2017	~2,000															
2018	~2,300															
2019	~3,500															
2020	~2,300															
2021	~2,600															

# Matching Grant Program

Engage  
Underserved  
Families

- Overall MGP participation in 2021 continues to outpace all prior years.
- A Social Media campaign targeting low participation counties ran in September and October.

	2018	2019	2020	YTD 2021 as of 9/30
Applications	1,022	849	1,055	1,062
New Accounts	737	569	710	810
Contributions	\$689,071	\$525,197	\$716,984	\$984,225
Matching Grants Paid	\$94,135	\$75,719	\$108,870	\$116,477*



# Driving New Account Growth

Gain New  
Accounts/  
AUM

Leverage data-driven marketing techniques to efficiently attract and convert leads.

Audience	Objective	Tactics and Channels	Cadence
<b>Prospect</b>	<ul style="list-style-type: none"> <li>• Awareness</li> <li>• Interest</li> <li>• Open new accounts</li> </ul>	<ul style="list-style-type: none"> <li>• Search engine marketing</li> <li>• Web advertising</li> <li>• Email (EM)</li> <li>• Direct Mail (DM)</li> </ul>	<ul style="list-style-type: none"> <li>• Seasonal and evergreen</li> </ul>
<b>Inquirers</b>	<ul style="list-style-type: none"> <li>• Open new accounts</li> </ul>	<ul style="list-style-type: none"> <li>• Search engine marketing</li> <li>• Web advertising</li> <li>• Email</li> <li>• Direct Mail</li> </ul>	<ul style="list-style-type: none"> <li>• Seasonal and evergreen</li> </ul>
<b>New AO's</b>	<ul style="list-style-type: none"> <li>• Fund and engage with account</li> </ul>	<ul style="list-style-type: none"> <li>• Email</li> </ul>	<ul style="list-style-type: none"> <li>• Evergreen</li> </ul>
<b>Account Owners</b>	<ul style="list-style-type: none"> <li>• Continued engagement and support</li> <li>• Fund accounts</li> <li>• Open additional accounts</li> <li>• New product engagement features</li> </ul>	<ul style="list-style-type: none"> <li>• Primarily email and display</li> <li>• Limited direct mail</li> <li>• Limited web advertising</li> </ul>	<ul style="list-style-type: none"> <li>• Seasonal and evergreen</li> </ul>



# Tactical Results

Gain New  
Accounts/  
AUM

Leverage data-driven marketing techniques to efficiently attract and convert prospect leads.

Core Program Type	Campaigns Measured	Audience Reach Highlights	Engagement and Conversion Highlight
<b>Prospect</b>	<ul style="list-style-type: none"> <li>February Tax Time Direct Mail (DM) and Email (EM), May 529 Day DM/EM, College Savings Month DM/EM</li> <li>Episodic Programmatic Display</li> <li>Search</li> </ul>	<ul style="list-style-type: none"> <li>Over 1.7MM Prospects Reached via DM</li> <li>Over 3.1MM Prospects Reached via EM</li> <li>Over 241MM Digital Impressions Served</li> </ul>	<ul style="list-style-type: none"> <li>College Savings Month campaign generated 255 Recurring Contribution sign-ups to date</li> </ul>
<b>Inquirers</b>	<ul style="list-style-type: none"> <li>Monthly DM and EM Inquirer Content Drip Stream for new leads since October 2020</li> </ul>	<ul style="list-style-type: none"> <li>Over 3.1K unique individuals reached</li> </ul>	<ul style="list-style-type: none"> <li>37% e-mail unique open rate</li> <li>10.6% conversion rate with 332 new accounts generated</li> </ul>
<b>New AO's</b>	<ul style="list-style-type: none"> <li>New Account Onboarding program since October 2020</li> </ul>	<ul style="list-style-type: none"> <li>Over 28K unique new AOs reached</li> </ul>	<ul style="list-style-type: none"> <li>53% email open rate</li> <li>0.9% account upsell rate with 298 new accounts and 37% Recurring Contributions sign-up</li> </ul>
<b>Account Owners</b>	<ul style="list-style-type: none"> <li>March Tax Time EM, May 529 Day EM, College Savings Month DM/EM</li> <li>Content Drip EM, College Countdown EM</li> <li>Episodic/Evergreen Targeted Online Display</li> </ul>	<ul style="list-style-type: none"> <li>Over 167K direct mail pieces delivered</li> <li>Over 1.6MM e-mails delivered</li> <li>Over 32MM Digital Impressions Served</li> </ul>	<ul style="list-style-type: none"> <li>College Savings Month DM/EM campaign had a 60-day contribution rate of 50.6% and average contribution \$ of \$845 to date</li> </ul>

# Tactical Results

Gain New  
Accounts/  
AUM

Leverage data-driven marketing techniques to efficiently attract and convert prospect leads.

Core Program Type	2021 Engagement and Conversion Highlight	2020 Engagement and Conversion Highlight	YoY Q3 Comparison
<b>Prospect</b>	<ul style="list-style-type: none"> <li>College Savings Month(CSM) campaign generated 255 Recurring Contributions* sign-ups <b>to date</b></li> </ul>	<ul style="list-style-type: none"> <li>College Savings Month campaign generated 205 Recurring Contributions* sign-ups</li> </ul>	<ul style="list-style-type: none"> <li>Exceeded expectations for recurring contributions</li> </ul>
<b>Inquirers</b>	<ul style="list-style-type: none"> <li>37% e-mail unique open rate</li> <li>10.6% conversion rate with 332 new accounts generated</li> </ul>	<ul style="list-style-type: none"> <li>22% e-mail unique open rate</li> <li>7.3% conversion rate with 239 new accounts generated</li> </ul>	<ul style="list-style-type: none"> <li>Exceeded expectations for email open rate and conversions</li> </ul>
<b>New AO's</b>	<ul style="list-style-type: none"> <li>53% email open rate</li> <li>0.9% account upsell rate with 298 new accounts and 37% recurring contribution sign-up</li> </ul>	<ul style="list-style-type: none"> <li>47% email open rate</li> <li>0.9% account upsell rate with 290 new accounts and 42% Recurring Contributions sign-up</li> </ul>	<ul style="list-style-type: none"> <li>Exceeded expectations for email open rate</li> <li>The account upsell rate and new accounts are flat and the recurring contributions is down slightly</li> </ul>
<b>Account Owners</b>	<ul style="list-style-type: none"> <li>College Savings Month DM/EM campaign had a 60-day contribution rate of 50.6% and average contribution \$ of \$845 to date</li> </ul>	<ul style="list-style-type: none"> <li>College Savings Month DM/EM campaign had a 60-day contribution rate of 40.8% and average contribution \$ of \$706</li> </ul>	<ul style="list-style-type: none"> <li>Exceeded expectations for the 60-day contribution rate</li> <li>Exceeded expectations for the average contribution dollar</li> </ul>

\*Recurring Contributions include CSM email and direct mail

# Creative Samples

Gain New Accounts/  
AUM

## Evergreen Creative

Prospect & Account Owner  
• Banners

Emails  
• New Account Owner Onboarding  
• Inquirer Content Drip  
• Account Owner Content Drip

## College Savings Month (9/1/2021 to 9/30/2021)

Episodic:  
Prospect & Account Owner  
• Direct Mail  
• Landing Page  
• Banners  
• Emails

# Holiday Campaign

**Gain New  
Accounts/  
AUM**

The 2021 Holiday Campaign will run between 12/8/2021 and 12/12/21.

**Strategy** Drive account openings and contributions with a \$50 Target GiftCard incentive.

**Target Audiences** Prospects and Existing AOs.

**Timing** Offer runs 12/8 – 12/12.

**Media** Emails  
Direct Mail Prospect  
Direct Mail Account Owner  
Display  
Search Engine Marketing  
Payroll Stuffer/Flyers

ScholarShare 529  
The California way to save for college

Now is a great time to start saving for college.

Limited-Time Offer

**Open a new account.**

**Get a \$50 Target GiftCard.**

Open a new account with \$50 and set up recurring contributions of \$25 or more for six consecutive months and receive a \$50 Target GiftCard.\*

Offer valid between December 8 and December 12, 2021.

A ScholarShare 529 College Savings Plan provides **100% tax-free growth**—which can mean more money for college.

**ENROLL NOW**

Benefits of a ScholarShare 529 College Savings Plan:

- 100% Tax-Free Growth**—Any earnings grow 100% free from federal and state taxes.
- Low Cost**—ScholarShare 529 portfolios charge less than half the national average for 529 plans.\*\*
- Go Anywhere**—Can be used at any accredited school in the U.S.
- Improved Gifting**—Our new Gift service makes it simple to let friends and family contribute to your child's education.

**Don't miss out on your \$50 Target GiftCard.**  
Offer valid 12/8/2021 to 12/12/2021.

**GET STARTED**

Questions? Call 800-544-5248

ScholarShare 529  
The California way to save for college

A ScholarShare 529 College Savings Plan provides 100% tax-free growth—which can mean more money for college.

Limited-Time Offer

**Open a new account.**

**Get a \$50 Target GiftCard.**

Open a new account with \$50 and set up recurring contributions of \$25 or more for six consecutive months and receive a \$50 Target GiftCard.\*

Offer valid between December 8 and December 12, 2021.

This holiday season, show your child you believe in their future.

ScholarShare 529

Benefits of a ScholarShare 529 College Savings Plan:

- 100% Tax-Free Growth**—Any earnings grow 100% free from federal and state taxes.
- Low Cost**—ScholarShare 529 portfolios charge less than half the national average for 529 plans.\*\*
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**Get a \$50 Target GiftCard.**

Offer valid between December 8 and December 12, 2021.

ScholarShare529.com/holidayoffer 800-544-5248

Family and Friends can contribute gifts to college saving accounts using our new service!

TIAA

Questions? Call 800-544-5248

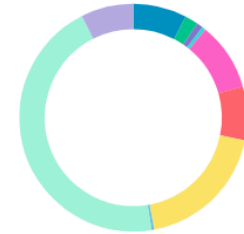
# Public Relations: Q3 Recap

## Outreach

Media relations initiatives through our PR agency drive coverage in print, online and in broadcast. These mentions help prospects become familiar with our brand and attributes.

### Metrics:

- ScholarShare 529 was mentioned **44 times** in the media reaching **51.91 million readers/viewers**.
- Among the top 10 direct-sold 529 plans by AUM, ScholarShare 529 was mentioned fifth most frequently in the media.
  - 8% of the Share of Voice (SOV).
  - The most frequently mentioned plan was Maryland 529 with 45% SOV; second most was BrightStart 529, Illinois' state 529 plan



SEARCH NAME	TOTAL MENTIONS
Maryland 529	261 (45%)
BrightStart 529 (Illinois)	109 (19%)
Utah's My529	56 (10%)
CollegeAdvantage 529 (Ohio)	44 (8%)
ScholarShare 529	44 (8%)
MESP (Michigan)	43 (7%)
NY 529   Direct	11 (2%)
Vanguard 529 (Nevada)	5 (1%)
UNIQUE 529 (New Hampshire)	3 (1%)
MEFA U.FUND (Massachusetts)	2 (0%)

# Social Media: Q3 Summary




Q3 2021 featured a focus on the 2021 Matching Grant Program, College Countdown, and First Steps Content. Social media promotion of the programs drove over 1,120 website visits and more than 250,000 impressions. Our top three MGP ads had over 4,000 social engagements combined.

<b>Goals &amp; Objectives</b>	<ul style="list-style-type: none"> <li>Continued to showcase the Matching Grant Program into Q3. Continued showcasing the First Steps Content throughout Q3.</li> <li>Continued alignment of PR and social media efforts and strategies.</li> <li>Provide social care to current and prospective customers.</li> <li>Engaged core audiences through sharing of helpful resources and information.</li> </ul>		
<b>Key Strategies</b>	<ul style="list-style-type: none"> <li>Utilized Facebook advertising for the Matching Grant Program, using a two-pronged approach (awareness + conversion).</li> <li>Continued to highlight new Workplace Savings Program employers on LinkedIn.</li> <li>Tailoring messages and hashtags across social platforms.</li> <li>Support STO/SIB activities by distributing and liking tagged messaging.</li> </ul>		
<b>Total KPI Results</b>	<ul style="list-style-type: none"> <li>77,972 Total Followers</li> <li>1,120 Post Link Clicks</li> <li>254,040 Impressions</li> <li>1,864 Social engagements</li> <li>Took in 110 messages.</li> </ul>		
<b>Paid Promotion</b>	<p>Facebook:</p> <table border="0"> <tr> <td data-bbox="678 1089 1277 1258"> <ul style="list-style-type: none"> <li>Matching Grant Program Awareness Campaign:                             <ul style="list-style-type: none"> <li>- 5,535 website visits</li> <li>- \$1.13 Cost Per Click</li> <li>- 963,536 impressions</li> </ul> </li> </ul> </td> <td data-bbox="1277 1089 1870 1293"> <ul style="list-style-type: none"> <li>Matching Grant Program Conversion Campaign:                             <ul style="list-style-type: none"> <li>- 1,675 Website Visits</li> <li>- 189 Conversions</li> <li>- \$2.74 Cost Per Click</li> <li>- 172,264 Impressions</li> </ul> </li> </ul> </td> </tr> </table>	<ul style="list-style-type: none"> <li>Matching Grant Program Awareness Campaign:                             <ul style="list-style-type: none"> <li>- 5,535 website visits</li> <li>- \$1.13 Cost Per Click</li> <li>- 963,536 impressions</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Matching Grant Program Conversion Campaign:                             <ul style="list-style-type: none"> <li>- 1,675 Website Visits</li> <li>- 189 Conversions</li> <li>- \$2.74 Cost Per Click</li> <li>- 172,264 Impressions</li> </ul> </li> </ul>
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# Social Media—Q3 Samples

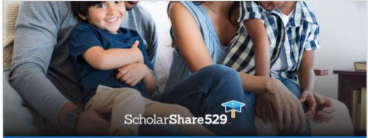



## MGP

 **scholarshare529**  
Wed 9/29/2021 11:42 am MDT

Saving for higher education can be intimidati  
ScholarShare 529 we are here to support you  
your savings journey! Which is why the Match

Learn More About Our Matching Gran...




 **Up to \$225**


<b>Total Engagements</b>	<b>2,237</b>
Reactions	16
Comments	1
Shares	4
Post Link Clicks	1,962
Other Post Clicks	254

⋮ 🗉 🗨

## Webinar Promotion

 **scholarshare529**  
Tue 8/10/2021 1:47 pm MDT

Some topics call for expert advice — like fina  
college. Join us for a webinar tomorrow to ga  
ways to save, and learn how ScholarShare 52



<b>Total Engagements</b>	<b>21</b>
Reactions	8
Comments	2
Shares	5
Post Link Clicks	2
Other Post Clicks	4

⋮ 🗉 🗨

# Social Media—Q3 Samples



## Workplace Savings Program Employer

**S5** **ScholarShare 529**  
Wed 7/7/2021 10:55 am MDT

Welcome Tahoe Truckee Unified School District to our Workplace Savings Program! This California employer has joined a...

<b>Total Engagements</b>	<b>18</b>
Reactions	10
Comments	0
Shares	2
Post Link Clicks	6

## First Steps

**@ScholarShare529**  
Fri 7/2/2021 11:14 am MDT

Did you recently become a new parent? Check out these 7 tax tips before you file: [scholarshare529.com/plan/firststep.....](https://scholarshare529.com/plan/firststep.....)

<b>Total Engagements</b>	<b>31</b>
Likes	3
Comments	0
Shares	1
Post Link Clicks	12
Other Post Clicks	15
Other Engagements	0



# Employer Outreach Activities

Employer  
& RIA



## 13 New Workplace Savings Partners:

- City of Hughson
- City of Modesto
- Yuba City
- Merced County Food Bank
- Feather River College
- Arcules
- City of Pittsburg
- Western Riverside Council of Governments
- City of California City
- City of Colton
- Valley Sanitary District
- Coachella Valley Water District
- Temple University Health System (TUHS)



48 Workplace Savings meetings w/HR

5 HR Hero WPS Webinars

2 HR Conferences (Los Angeles & San Francisco)



323 Consumer Zoom/Phone 1:1 Consultations

9 Consumer Webinars  
178 attendees

# Outreach Events Summary

ScholarShare 529 participated in the following events in Q3 to promote the Plan to California families.

Timing	Number of Virtual Events	Estimated Number of Virtual Attendees	List of Select Virtual Events
Third Quarter 2021	37	736	Presentations and online webinars with Sacramento Hispanic Chamber of Commerce, City of Mission Viejo, Sonoma State, Judiciary Council of CA, City of Hughson, Mendota Collaborative Meeting, Temple University Health System, Tahoe Truckee Unified School District, Feather River College, First 5 San Francisco, University of California, Irvine (Main Campus), Feather River College, Yuba City, Western Riverside Council of Governments, University of Southern California, First 5 Tulare, City of California City, and San Francisco K2C; Perks HR Conference.

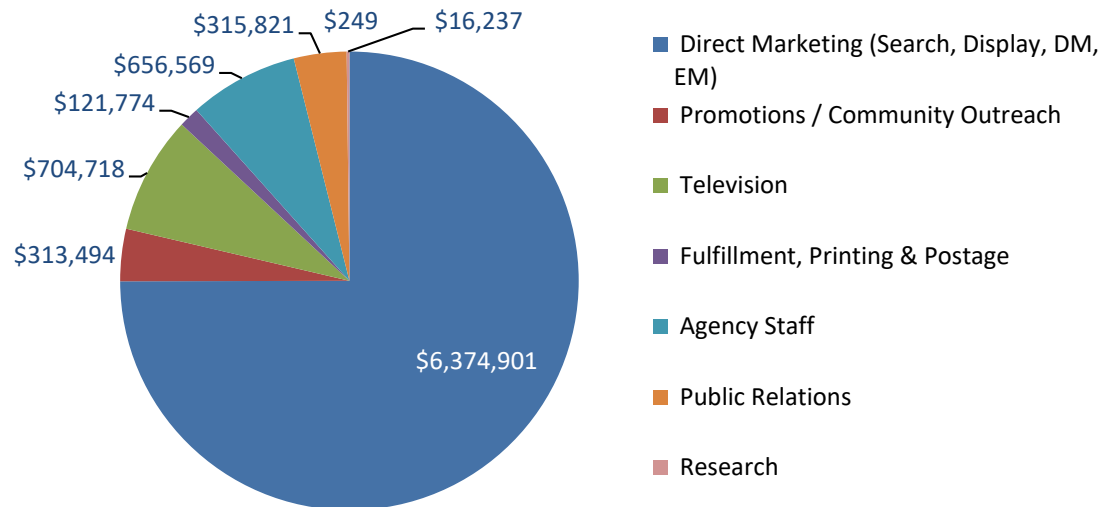


# Appendix

# 2021 Marketing Budget

- 2021 Marketing Budget: \$10 million
- YTD spending totaled \$8.5 million

ACTUALS AS OF 9/30/2021	Spending	%
Direct Marketing (Search, Display, DM, EM)	\$ 6,374,901	75%
Promotions / Community Outreach	\$ 313,494	4%
Television	\$ 704,718	8%
Fulfillment, Printing & Postage	\$ 121,774	1%
Agency Staff	\$ 656,569	8%
Public Relations	\$ 315,821	4%
Promotional Items	\$ 249	0%
Research	\$ 16,237	0%
TOTAL	\$ 8,503,763	100%



ScholarShare529<sup>SM</sup> 

# 2022 Marketing Plan

December 7, 2021



1. Sales momentum from 2020 has continued into 2021 despite the continued pressures of the ongoing pandemic.
2. ScholarShare 529's brand health remains strong. Our research indicates that the program is recognized for its "college savings expertise" and for being "a good choice for California families." Plus, heightened association with the state of California in our advertising has had a strong, positive impact on the brand.
3. Data driven decision-making remains a mainstay, as we regularly evaluate our actions and resource allocations analytically.
4. The partnership between the SIB and Field Consultant Teams has intensified this past year and the impact is clear as the Employer Program continues to grow in the public and private sectors. The program continues to help us reach a wide range of California workers with broad income, education, ethnicity and cultural variety.
5. Response to our outreach to Spanish language media outlets in 2021 has been encouraging and we look to expand those efforts in 2022 while simultaneously maturing our PR Strategy in English to focus on College Access.
6. We eagerly await the 2022 launch of the CalKIDS CSA Program as a vehicle to promote college savings to parents throughout California.

	Goal	Strategy
1	<b>Gain New Accounts/AUM</b>	Strategically use marketing resources to grow the plan by 39,270 new accounts and \$1.0158 billion in contributions.
2	<b>Launch 2022 Plan Enhancements</b>	Communicate plan enhancements that include Lower-Cost Portfolios and new ESG investing options to demonstrate industry leadership and strong fiduciary management.
3	<b>Increase Account Owner Diversity</b>	Leverage the Matching Grant Program, CalKIDS, Local CSAs, strategic partnerships, and targeted media to increase the diversity of ScholarShare 529 account owners.
4	<b>Champion College Access</b>	Implement new public relations strategy to further establish ScholarShare 529 and CalKIDS as champions of College Access.
5	<b>Grow plan via Employers/RIAs</b>	Continue to build relationships with employers (public and private) and registered investment advisors to attract new account owners.
6	<b>Enhance College Countdown</b>	Manage the College Countdown program to serve the needs of mature account owners on the cusp of using their 529 savings.
7	<b>Launch CalKIDS</b>	Promote the CalKIDS program to consumers and other stakeholders to increase awareness of this important stepping stone for families.

# 1 Gain New Accounts/AUM



Strategy: Strategically use marketing resources to grow the plan by 39,270 new accounts and \$1.0158 billion in contributions.

	Tactics/Deliverables	Timing	Measures of Success
A.	Leverage data analytics and modeling techniques to create target audience pools.	All Year	<ul style="list-style-type: none"> <li>• Cost Per New Account</li> </ul>
B.	Use paid media, owned media, public relations, and Social Media to strengthen ScholarShare 529's brand identity and promote compelling offers to Prospects, Inquirers, and Account Owners	All Year	<ul style="list-style-type: none"> <li>• Completion of 4 Seasonal Campaigns (Tax Time, 529 Day, College Savings Month, Holiday)</li> <li>• Ongoing digital advertising program</li> <li>• New Accounts/Contributions</li> <li>• Ugift usage</li> </ul>
C.	Enhance "Made in California" campaign video and photography library	April 2022	<ul style="list-style-type: none"> <li>• Timely project completion</li> </ul>
D.	Test Account Owner Referral Program that harnesses active AOs and their passion for the plan to promote recurring contributions and Ugift capabilities to prospects	June 2022	<ul style="list-style-type: none"> <li>• Completed test</li> <li>• Incentives paid</li> <li>• New accounts and contributions</li> </ul>
E.	Study attitudes and habits of newly acquired account owners to inform future marketing initiatives	March 2022	<ul style="list-style-type: none"> <li>• Timely posting of videos to website and YouTube</li> </ul>



## 2 Launch 2022 Plan Enhancements



Strategy: Communicate plan enhancements that include Lower-Cost Portfolios and new ESG investing options to demonstrate industry leadership and strong fiduciary management.

	Tactics/Deliverables	Timing	Measures of Success
A.	Update printed literature, presentations, and web content including disclosure documents	February 2022	<ul style="list-style-type: none"> <li>Successful re-stocking of materials and timely web updates</li> </ul>
B.	Communicate changes to Account Owners (Letter, Statement Message, Report on Higher Education)	January 2022	<ul style="list-style-type: none"> <li>On-time delivery</li> </ul>
C.	Leverage PR tactics to publicize enhancements to consumers, personal finance writers, and RIAs (Press Release & Media Kit, Article Series, Social Media)	March 2022	<ul style="list-style-type: none"> <li>Media coverage</li> </ul>
D.	Create content on AB340 Benefits	January 2022	<ul style="list-style-type: none"> <li>Published content</li> </ul>
E.	Update NASU “How To” Video and create Spanish version.	March 2022	<ul style="list-style-type: none"> <li>Timely posting of videos to website and YouTube</li> </ul>

### 3 Increase Account Owner Diversity



Strategy: Leverage MGP, CalKIDS, Local CSAs, strategic partnerships, and targeted media to increase the diversity of ScholarShare 529 account owners.

	Tactics/Deliverables	Timing	Measures of Success
A.	Launch and promote 2022 Matching Grant Program	February 2022	<ul style="list-style-type: none"> <li>• Successful updating of website, online application, and applicant emails</li> <li>• Media coverage</li> <li>• # of CBOs engaged</li> <li>• Applications, contributions, and grants</li> </ul>
B.	Initiate specific outreach to diverse communities regarding the CalKIDS Program	July 2022	<ul style="list-style-type: none"> <li>• Media coverage</li> <li>• Visits to CalKIDS website</li> <li>• Registrations on CalKIDS family portal</li> <li>• ScholarShare 529 accounts linked</li> </ul>
C.	Support Local CSAs	Ongoing	<ul style="list-style-type: none"> <li>• Materials shared with CSA contacts</li> <li>• CSA account openings and contributions linked, as data is available</li> </ul>
D.	Engage Spanish language media to promote 529 savings, MGP and CalKIDS.	All Year	<ul style="list-style-type: none"> <li>• Spanish language media coverage</li> </ul>
E.	Leverage targeted paid media to increase awareness of ScholarShare 529 with diverse audiences	All Year	<ul style="list-style-type: none"> <li>• Advertising deployment</li> <li>• Monitoring of new account owner demographics</li> </ul>
F.	Partner with CSPN or ISS to gain demographic insights on 529 savers	June 2022	<ul style="list-style-type: none"> <li>• Secure analytics</li> </ul>

## 4 Champion College Access



Strategy: Implement new public relations strategy to further establish ScholarShare 529 and CalKIDS as champions of College Access.

	Tactics/Deliverables	Timing	Measures of Success
A.	Leverage media engagement tactics to establish ScholarShare 529 and CalKIDS as champions of College Access	All Year	<ul style="list-style-type: none"><li>• Media coverage</li><li>• Press interviews</li></ul>
B.	Establish strategic partnerships to amplify our message that College Access initiatives can include savings	All Year	<ul style="list-style-type: none"><li>• Partnerships with College Access advocates, Local CSAs, Legislators, Apprenticeship advocates, etc.</li><li>• Related media coverage</li></ul>

## 5 Grow plan via Employers/RIAs



Strategy: Continue to build relationships with employers (public and private) and registered investment advisors to attract new account owners.

	Tactics/Deliverables	Timing	Measures of Success
A.	Arm TIAA Field Consultants and SIB Staff with tools and materials to engage prospective employer partners.	All Year	<ul style="list-style-type: none"><li>• # of new WPS Employer partnerships</li></ul>
B.	Promote employee utilization via various engagement techniques, and feature Matching Grant and CalKIDS programs as appropriate.	All Year	<ul style="list-style-type: none"><li>• Employer usage of employee materials</li><li>• # of employee consultations</li></ul>
c.	Support outreach efforts to RIAs, particularly with information on enhanced investment line-up options, fee reductions, and AB340 benefits.	All Year	<ul style="list-style-type: none"><li>• Field Consultant meetings with RIAs.</li></ul>

## 6 Enhance College Countdown



Strategy: Manage the College Countdown program to serve the needs of mature account owners on the cusp of using their 529 savings.

	Tactics/Deliverables	Timing	Measures of Success
A.	Regularly freshen College Countdown website using proprietary and licensed content	All Year	<ul style="list-style-type: none"><li>• Publishing cadence</li><li>• # of website visits</li><li>• User satisfaction</li><li>• AO email engagement</li></ul>
B.	Determine if livestream video format is a valuable method of audience engagement. If so, build out model.	March 2022	<ul style="list-style-type: none"><li>• # of Livestream viewers</li><li>• # of Recorded viewers</li><li>• Other feedback</li></ul>
c.	Leverage Parents Advisory Council (PAC) to gain consumer insights on college savings category, marketing initiatives, etc.	All Year	<ul style="list-style-type: none"><li>• PAC member engagement</li></ul>

## 7 Launch CalKIDS



Strategy: Promote the CalKIDS program to consumers and other stakeholders to increase awareness of this important stepping stone for families.

	Tactics/Deliverables	Timing	Measures of Success
A.	Launch and promote CalKIDS Program	July 2022	<ul style="list-style-type: none"><li>• Media coverage</li><li>• Visits to CalKIDS website</li><li>• Registrations on CalKIDS family portal</li><li>• ScholarShare 529 accounts linked</li></ul>
B.	Engage CalKIDS families in LifeCents financial literacy program	September 2022	<ul style="list-style-type: none"><li>• # of LifeCents registrations</li><li>• LifeCents website visits</li><li>• Content consumption</li></ul>
c.	Engage supporters of the Matching Grant Program to help promote the CalKIDS Program	July 2022	<ul style="list-style-type: none"><li>• Partner endorsements</li></ul>

# Proposed 2022 Budget



	GOAL	TACTICS	DETAILED BUDGET	SUBTOTAL	%
1	Gain New Accounts/AUM	Brand & Acquisiton Video Creative	\$ 240,000	\$ 7,690,000	67%
		Brand Streaming Video Media excl. Diversity Media	\$ 1,000,000		
		Core Program - Prospects, Inquirers, Account Owners	\$ 6,050,000		
		Fulfillment, Printing, Postage	\$ 100,000		
		Incentives (529 Day 2021 + Holiday 2021) & Giveaways	\$ 250,000		
		Recent Purchaser Research Study	\$ 50,000		
2	Plan Enhancements	Website updates	Covered in #8	\$ 10,000	0%
		Public Relations & Social Media	Covered in #4		
		Communications to Existing Account Owners	\$ 10,000		
3	Increase Diversity	Paid Media - Streaming Video	\$ 500,000	\$ 550,000	5%
		Public Relations & Social Media	Covered in #4		
		Oversamples for CSPN & ISS	\$ 50,000		
4	College Access	Public Relations & Social Media	\$ 300,000	\$ 300,000	3%
5	Employers/RIAs	Gain new Employer & RIA partners	\$ 50,000	\$ 50,000	0%
6	College Countdown	Enhance content and test events	\$ 100,000	\$ 100,000	1%
7	Launch CalKIDS + MGP Grants	CalKIDS Program Awareness & Promotion of ScholarShare 529 Account Linkage	\$ 1,000,000	\$ 1,450,000	13%
		CalKIDS Incentives + MGP 2021 Grants	\$ 450,000		
8	Support Resources	Website Support & Marketing Contractors	\$ 1,300,000	\$ 1,300,000	11%
	<b>TOTAL</b>		\$ 11,450,000	\$ 11,450,000	100%